

Knowledge Sharing Initiative: Practitioners Teaching Practitioners

APPL's Knowledge Sharing Initiative has three components: the **Forum of Master Project Managers**, **Transfer Wisdom Workshops**, **Knowledge Sharing Workshops** and **ASK Magazine**. But it is also an attitude towards knowledge that APPL promotes in all its programs: that knowledge is to be shared by practitioners working in communities of practitioners for the good of the Agency.

APPL holds a **Forum of Master Project Managers** twice a year. The late summer conference is in Washington D.C. The late winter conference is held in another major city that varies from year to year. Recent guest speakers include Hugh Woodward, President of the Project Management Institute, Dr. Robert Sutton, author of *The Knowing-Doing Gap*, and Chris Turner, author of *All Hat and No Cattle*. Innovative thinkers and doers from outside the Agency bring excitement to the forum and get creative juices flowing, but the heart and soul of the Forum is provided by NASA project managers.

Veteran and highly successful project managers tell stories about their experiences on high-profile NASA projects. The conflicts and resolutions cause the storytellers—and their listeners—to reflect on the assumptions and practices of the stories' characters—project practitioners like themselves. The stories fascinate because they pertain in varying degrees to every listener; however, upon reflection, most participants find that the stories and follow-on discussions have illuminated their own practices and assumptions as project managers to a degree that makes the Masters Forum an invigorating experience.

To find a complete record of presentations, readings, biographical profiles, and agendas of the Master Project Managers Forum and previous Knowledge Sharing meetings, see <http://216.141.196.2/NASA/KSI/Homepage.htm>.

Project Management Transfer Wisdom Workshops are held at individual Centers. They are one-day workshops based on small-group discussions of mini-case studies from the experiences of top NASA Project Managers. An APPL team facilitates the discussions, as practitioners analyze the applicability of the case studies to the challenges of their own Center. APPL's goal is 1) to hold a Transfer Wisdom Workshop once a year at every Center; and 2) to encourage the growth of Knowledge-Sharing Communities of Practice focused on project management so that independent knowledge sharing activities will occur throughout the year.

Knowledge Sharing Workshops are held at individual Centers as a follow up to the Transfer Wisdom Workshop. They are half-day workshops based on small-group discussions of mini-case studies from the experiences of top NASA Project Managers. Two top NASA Project Managers from other Centers share stories with the participants about their lessons learned. APPL's goal is 1) to hold a Knowledge Sharing Workshop once a year at every Center; 2) to encourage the growth of Knowledge-Sharing Communities of Practice focused on project management so that independent knowledge sharing activities will occur throughout the year; and (3) to encourage cross-center knowledge sharing.

ASK Magazine, an online magazine launched in December 2000, publishes project management stories and provides a medium for more explicit knowledge in interviews, book reviews, and a column on best practices.

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